United Nations system CEB/2008/4

Chief Executives Board for Coordination

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English only

Report of the High-level Committee on Programmes on its fifteenth session

(Rome, 13 and 14 March 2008)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its fifteenth session in Rome on 13 and 14 March 2008. The agenda of the meeting (annex I) and the list of participants (annex II) are attached to the present report.

2. On behalf of the Committee, the Chairman welcomed Thomas Stelzer, the newly appointed Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs and Secretary of the Chief Executives Board.

II. Review of recent developments on system-wide coherence and the implications for the Chief Executives Board

3. The Chairman noted that this was the first meeting of the High-level Committee on Programmes following the completion of the CEB review, which had brought together programme, management and operational aspects of the United Nations system under three pillars. The High-level Committee on Programmes and the other two high-level committees (the High-level Committee on Management and the United Nations Development Group) were now empowered to take decisions and act on behalf of a strengthened Board. It would now be possible to fully capture synergies among the pillars, by bringing the three committees together, coordinating their agendas, identifying issues and ensuring that each committee contributed its part in advancing policy dialogue, advancing operational coherence and addressing management issues. In doing so, CEB would be further enhancing system-wide coherence.

4. The Committee had a particular role to play in bringing greater value to CEB deliberations on global public goods and policy issues. The Chairman observed that, in addition to the issue of climate change, another serious matter that had come to the fore in recent months was the rise in food prices and its wide implications, from nutritional standards to political stability. There was broad awareness that this was a

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key issue for many countries, especially in the developing world, and the executive heads had expressed the desire to discuss it at the CEB meeting in April.

5. The Director of the CEB secretariat briefed the Committee on recent developments on system-wide coherence, on the basis of a note that had been circulated in advance of the session. He informed the membership that the two facilitators newly appointed by the President of the General Assembly, the Permanent Representatives of Ireland and of the United Republic of Tanzania, had already embarked on a series of consultations and had instilled new energy into the process.

6. He noted that the environment overall looked very positive and that the Board was now featuring centrally in intergovernmental discussions. The co-facilitators had welcomed the CEB review, the establishment of the three pillars and the proposal on business practices. Following the first regular CEB session of 2008, held in Berne, Switzerland, on 28 and 29 April, they asked for a high-level briefing on the next steps for the system. There was an expectation in particular that the climate change discussions in the High-level Committee on Programmes and the Chief Executives Board would lead to an important way forward for the system.

7. The representative of the United Nations Industrial Development Organization (UNIDO) provided further information on the high-level dialogue hosted by his organization in Vienna on 4 and 5 March 2008, which the General Assembly co-facilitators, some key government representatives, the Deputy Secretary-General and 16 agency representatives had attended. That meeting had been part of the broader effort to maintain the momentum of the "delivering as one" initiative and the intergovernmental consultations on system-wide coherence. It had also been an opportunity to review the process comprehensively and identify linkages. While no new ground had been broken, key messages emanating from the pilot countries and in the delivering as one initiative had been reinforced: strong government leadership; closer alignment of United Nations programmes to national priorities; increased donor coordination; and improved communication and coordination among United Nations country teams.

8. The Chairman added that he was encouraged by the new momentum being generated and by the interest of Member States in the Board's work, including with regard to business practices. He also expressed the hope that this momentum would lead to movement on a new gender architecture for the United Nations.

9. The Assistant Secretary-General for Policy Planning introduced a background note on the Secretary-General's Policy Committee, noting that the Policy Committee had been set up not to address system-wide coherence, but rather to rationalize input into the Secretary-General's decision-making process. The Committee was established in response to the following three perceived problems: (a) the Secretary-General was getting advice and decision requests from many quarters, but in a non-systematic way and without a quality control mechanism; (b) there was limited space for airing different opinions before decisions were made; and (c) follow-up and implementation needed to be more systematic.

10. The Policy Committee had 13 standing members who participated in their institutional capacities. Officials from the broader system with a stake in a given issue were invited for the discussion of that issue, and all United Nations system organizations could also propose agenda items to the Committee. Agenda items

varied, although most were country-specific, in a forward-looking rather than crisis-driven manner. The remainder referred to functional issues and were prepared over a longer time frame.

11. To clarify the relationship between the Policy Committee and the Chief Executives Board/High-level Committee on Programmes, the Assistant Secretary-General brought up as an example the issue of climate change, which had been addressed by both bodies. The Policy Committee was convened to prepare for the Secretary-General's attendance at the United Nations Climate Change Conference, held in Bali from 3 to 14 December 2007, while the discussion in the High-level Committee on Programmes and the Chief Executives Board aimed at reaching agreement on coordination within the system. Similarly, the Policy Committee meeting on operational security had paved the way for the forthcoming discussion in CEB. To ensure even more interaction and complementarities between the two forums, he encouraged structured discussions between the Policy Committee secretariat and the CEB secretariat.

12. In the ensuing discussion, participants welcomed the United Nations system's move towards greater coherence from within, and noted the increasing prominence of CEB in intergovernmental forums. A number of speakers stressed the importance of coherence at the operational level and the guidance being provided by Member States within the framework of the triennial comprehensive policy review of operational activities for development of the United Nations system. A number of challenges still needed to be satisfactorily addressed, including with regard to improved collaboration with the Bretton Woods institutions, donor coherence, coherence among decisions of governing bodies of the system and the incorporation of global policy issues into considerations of delivering as one. Participants agreed that it would be disappointing if the issue of gender were to fall off the coherence agenda. The need for more policy coherence among United Nations organizations at the regional level was also highlighted, together with the need to establish vertical linkages between the global and regional levels.

13. Some members felt that Policy Committee discussions would benefit from a greater inclusion of United Nations system insights through a wider consultative process. Attention should be given to the fact that some decisions of the Secretary-General had implications for the broader United Nations system, beyond the United Nations proper. Regarding membership, given that the United Nations Development Group had become a pillar of the Chief Executives Board, the question was raised as to whether it might be appropriate for the High-level Committee on Programmes and the High-level Committee on Management to be represented, thus ensuring broad participation.

14. The Assistant Secretary-General for Policy Planning responded that regarding participation it was the practice of the Policy Committee to welcome suggestions for agenda items from any part of the United Nations system, and that every effort was made to involve all entities with equity in a given issue. He suggested that the record had been quite strong in that regard. He noted that some of the best agenda items had come from outside the Policy Committee, citing agenda items led by the Peacebuilding Support Office, UN-Energy and the International Labour Organization (ILO). The decision on who would participate in a certain discussion was made following advice from the lead agency, consultations with the executive committees and a review by the Policy Committee secretariat. When the Policy

Committee was established, an effort had been made to ensure that it complemented but did not replicate the functions of CEB and the Senior Management Group. That effort was also seen as a way to reinvigorate the executive committees by having them introduce items to the Policy Committee. All executive committees were kept informed of relevant items on the Policy Committee's forward agenda. Through their representatives on those committees, United Nations system entities should also be aware of those items. For those entities not participating in any of the executive committees, perhaps some special arrangements could be considered.

Conclusions and action points

15. **The CEB secretariat will regularize systematic consultation with the Policy Committee secretariat to ensure greater complementarity between the work of the two committees and to make sure that issues of a broad system-wide nature involve the relevant actors.**

III. Review of the High-level Committee on Programmes' role, functioning and working methods

16. The Director of the CEB secretariat introduced a paper entitled, "Review of the procedures and working methods of the High-level Committee on Programmes", which the CEB secretariat had been requested to prepare and circulate for comment by members of the Committee in advance of the session. In that regard, he noted that the proposals made by the United Nations Children's Fund (UNICEF) at the Committee's last session had been incorporated into the paper. Within the scope of the three pillars established by CEB following its review, the High-level Committee on Programmes was expected to deepen and operationalize its work on promoting policy coherence through the development of common policy tools as well as through its efforts on global policy and programme issues and global public goods. CEB had also proposed that the Committee develop a methodology for analysing key areas of overlap and duplication and for studying the different dimensions of policy coherence. Finally, CEB had delegated authority to the high-level committees, agreeing that their decisions should be presented at formal sessions by the respective chairs but be deemed to be approved by the Board unless an executive head explicitly asked for a discussion in CEB.

17. The CEB secretariat had begun a process of internal consultations to ensure an alignment of the work programmes of the three committees, and plans were under way to hold regular meetings of the chairs. Further work was expected in ensuring that the Committees' mandates would reflect the appropriate division of labour. The High-level Committee on Programmes would need to develop synergies with the High-level Committee on Management and the United Nations Development Group, and it would need to ensure that policy issues informed operational programmes and incorporated policy issues that emerged from the High-level Committee on Management and the United Nations Development Group processes. As suggested in the paper, in carrying out a review of its mandate, the High-level Committee on Programmes might wish to (a) review lessons learned since its establishment; and (b) consider its critical role in producing specific results on policy issues of strategic importance to the United Nations system.

18. The Committee expressed appreciation for the paper. Some participants noted that, given its focus on policy issues, the Committee might wish to change its name to "High-level Committee on Policy". Others pointed out that a name change might erroneously send the message to Member States that the Committee was setting, rather than following, intergovernmental mandates. It was therefore decided to retain the present designation at this stage.

19. Looking at lessons learned, it was noted that, aside from framing issues for CEB discussions, such as the triple threat of HIV/AIDS, food security and governance, the High-level Committee on Programmes had produced such outputs as its 2005 report entitled, "One United Nations: catalyst for progress and change: how the Millennium Declaration is changing the way the United Nations system works", and the employment toolkit.

20. Several members stressed the importance of identifying the big issues that needed to be addressed by the United Nations system over the next three to four years. Several were cited, including climate change, the Millennium Development Goals, human security, gender equality, health, food security and global international threats. In addition, there was a need to factor in the regional dimension and possible linkages with regional coordinating mechanisms.

21. Regarding membership and representation, it was stressed that participants should be those authorized by their executive heads to take decisions on their behalf.

Conclusions and action points

22. **The Chairman stressed the need for enhanced collaboration among the three high-level committees, which were serviced by the same CEB secretariat, and among the chairs and vice-chairs of the three committees. All committees could put forward documents for information, but otherwise there had to be two kinds of issues, papers and/or actions: (a) issues for decision, which had to be very carefully prepared; and (b) issues for brainstorming, for example, to identify emerging issues and the like, for which there could be a broader discussion.**

23. **Given the outcome of the CEB review, the Committee agreed that it was timely for the High-level Committee on Programmes to ensure that its mandate was properly reflective of its role and position vis-à-vis the other two committees, which were engaging in a similar reflection.**

24. **The Committee agreed that, based on further work by the CEB secretariat in consultation with members, it would take up any further issues related to its working methods and work programme at an intersessional meeting on the margins of the Economic and Social Council in July 2008.**

IV. Evaluation of the United Nations pilots

25. The Chairman recalled that at its first regular session of 2007 held at Geneva on 20 April, CEB endorsed the High-level Committee on Programmes' recommendation that an evaluation of the eight "One United Nations" country-level pilot projects be carried out by the United Nations Evaluation Group. At its fourteenth session, the High-level Committee on Programmes was informed by the

Co-Chair of the United Nations Evaluation Group management group that a three-stage process was envisaged, as follows: (a) an assessment of the evaluability of the delivering as one initiative by March 2008; (b) a process evaluation to be completed by September 2009; and (c) an evaluation of results and impacts of the pilot experiences by 2011. Following the recommendation of the High-level Committee on Programmes, CEB, at its second regular session of 2007, supported the proposed scope and process for the evaluation but asked the United Nations Evaluation Group to review its timeline with a view to issuing the evaluation of the results and impacts of the pilot experience by 2010. The Board also encouraged the United Nations Development Group and members in a position to do so to contribute to the funding of the evaluation. In addition, CEB also agreed on the need to obtain a quick indication, by the end of 2007, of how the One United Nations pilots were functioning through a stocktaking exercise by the Governments of the eight pilot countries and the country teams. These were two parallel, but complementary tracks.

26. The Chairperson of the United Nations Evaluation Group, along with the Group's task manager and the Co-Chair of the management group, introduced a paper entitled, "Evaluation of the delivering as one pilots — progress report on evaluability assessments", containing information outlining the basic parameters for the evaluation of the pilots and some initial feedback on evaluability assessments carried out to date, including findings on processes that had been initiated in several of the pilot countries and at the global level. The paper also took into account the interim results of the self-assessments and stocktaking exercises mandated by CEB. The United Nations Evaluation Group was seeking guidance from the Committee concerning the following: (a) the scope and phasing of the overall evaluation; (b) clarification of the Group's role with regard to the independent evaluation requested in General Assembly resolution 62/208; and (c) implications for the budget and for resource mobilization.

27. The United Nations Evaluation Group had not been able to complete the assessment of the evaluability of the delivering as one initiative, which it now expected to do by May 2008, in part owing to resource constraints. Although members of the United Nations Development Group and CEB had contributed financially and as in kind through the participation of the heads of evaluation, those contributions had been short-term, and had implications for the way the evaluation could be managed. Delays also resulted from the fact that the pilot countries were extremely busy and needed time to prepare for the visits. Thus far, missions had been undertaken in five countries, and preliminary draft reports were ready for two countries, which still needed to be validated. Representatives of the United Nations Evaluation Group emphasized the provisional nature of the findings, which needed to be validated for factual correctness with the countries and the United Nations Development Group and for professional standards through peer reviews in the management group.

28. Process indicators were national ownership and leadership; challenges related to inclusiveness, both at the national level and throughout the United Nations system; the four ones (one programme, one leader, one budgetary framework, one office); reduction of transactions costs; and support from Headquarters and from the regional level.

29. An important issue pertained to the ways in which countries could have full access to the resources available in and through the United Nations system. On the

national side, structures were needed to ensure this inclusiveness, particularly by involving the line ministries that had traditional links with specialized agencies, especially non-resident agencies and civil society at a decentralized level. In some countries, those structures were in place, but in others they were not. That finding related to the need for capacity-building at the national level.

30. The second major dimension of evaluability pertained to what was in place programmatically to follow through on what was planned. While some countries had created one programme, supported by one budget, there remained the question of programme logic and the strategic intent and alignment with national priorities. The benefits of a vision statement were emphasized — that is, the common denominator of the United Nations system in a particular country that described clearly in the national context what the comparative advantages of the United Nations system were, especially those on the normative side, as compared to national capacities and other forms of external support.

31. The issue of transaction costs was complex, and needed to be more closely defined and mapped out to determine what recurrent costs were actually incurred and where savings could be made and channelled back into programmes. Transaction costs in all pilot countries had gone up in terms of meeting time and paperwork and missions that need to be serviced, but they were investment rather than recurrent costs.

32. With regard to Headquarters support, messages were mixed. Appreciation was expressed along with concern regarding the challenges that would be faced in moving from planning towards the implementation of joint programmes. The ultimate dimensions of evaluation were relevance, including responsiveness to the needs and priorities of the country, and effectiveness, that is, achievement of results.

33. As for the request by the General Assembly for an independent evaluation, it would be inefficient and unacceptable to many countries to have two parallel exercises. Any independent evaluation needed to have adequate technical support, adequate resources, quality assurance and management capability to complete the work. It was noted that the United Nations Evaluation Group is a professional group of the heads of evaluation throughout the entire United Nations system. In the 2004 triennial comprehensive policy review, Member States encouraged the United Nations Evaluation Group, under the auspices of the Chief Executives Board, to further progress in system-wide collaboration on evaluation, in particular harmonization and simplification of methodologies, norms, standards and cycles of evaluation. The 2007 triennial comprehensive policy review noted the endorsement in 2005 of the norms and standards for evaluation, constituting a contribution to strengthening evaluation as a United Nations system function.

34. In fulfilling the CEB request, the United Nations Evaluation Group set up a process by which it could carry out an evaluation in a credible and professional way. The original note to CEB on conducting the evaluation contained provisos on the importance of the independence of the process and on the importance of support to and cooperation with national partners. In the terms of reference for the evaluability studies one task was to identify national partners with whom the Group would work, in Government and outside. The full evaluation would be done in partnership.

35. During the discussion, participants made several observations:

(a) Some basic questions need to be fully answered: what is the target or goal to be achieved? What are the success factors and outcomes according to a timetable? What constitutes a programme; what is in and what is out? What, in addition to costs, are the benefits of normative activities? How can the normative benefits be assessed through a One United Nations process? Without a baseline it is hard to evaluate. To what extent have the evaluability reports led to work on addressing this by any of the countries?

(b) It was felt that evaluability studies with regard to the four ones could not be based on criteria that had not been given to pilot countries by Headquarters. In that connection, it was observed that the United Nations Development Group had not yet agreed to the formal mechanism that could advise countries;

(c) There were two success factors that had to be evaluated in the delivering as one process. The first concerned the process that entailed inclusiveness (involving non-resident agencies and the line ministries). The second set of outcomes, measured over the medium and long term, pertained to the development impact and policy coherence of the process. It would take time to determine how delivering as one had improved the quality, from the development perspective, of the assistance delivered by the United Nations system;

(d) The stocktaking that has taken place and has been discussed at joint sessions of the boards of United Nations Development Programme (UNDP), UNICEF and the United Nations Population Fund (UNFPA) has yielded useful information that could feed into the independent evaluation of lessons learned;

(e) Small, technical agencies found it difficult to participate in the delivering as one process, and it was recommended to find ways to better involve them;

(f) Given costs and demands placed on countries in carrying out an evaluation, it was necessary to ensure that there would not be two parallel processes. The request in resolution 62/208 was for pilot countries to evaluate and exchange their experiences with United Nations Evaluation Group support. The Department of Economic and Social Affairs was organizing a seminar to follow up on that. In addition, Member States had the idea of an overarching independent evaluation that would draw upon the lessons learned horizontally among the eight pilot country evaluations and their outcomes;

(g) There was a need for consultations with Member States to see how the work carried out by the United Nations Evaluation Group in the first phase of its work might be useful in meeting their request. It was also observed that the evaluation mandated by the Chief Executives Board should objectively meet the requirements for independence, including an independent manager and professional staff who could be housed in a neutral office. In that regard, it was noted that the audience for the evaluation would be the Member States and the United Nations system alike. In particular, there was a need to learn lessons from the pilots, which would be useful in the broader debate on United Nations reform at country level.

36. In response, the representative of the United Nations Evaluation Group noted that the 2004 triennial comprehensive policy review acknowledged the Group as a professional body. The evaluability study and the full evaluation needed to be perceived as independent to be useful in the debate on the value of delivering as one

as a tool for making the United Nations role and contribution more relevant and effective.

37. As far as the delivering as one pilots were concerned, there were certain strengths but also certain side effects that might not be in line with priorities or mandates. For instance, there appeared to be a slight tendency to strengthen the central role of ministries of planning and finance, and thus line ministries and non-resident agencies risked being sidelined. He underscored that while clarity could be achieved in terms of transaction costs, efficiency would be more difficult to measure. Indeed, to express normative benefits in economic terms was virtually impossible. There was a need to establish clear benchmarks for relevance, including responsiveness and effectiveness — the achievement of results. It was also necessary to identify the recurrent strengths and weaknesses in the pilots and to incorporate that in the broader policy debate on United Nations reform.

38. The Director of the CEB secretariat noted that the High-level Committee on Management would be taking up, in the context of business practices, the establishment of a system-wide evaluation mechanism linked to CEB. There might be an actionable proposal in that regard by the last quarter of 2008. In the meantime, the two co-chairmen of the General Assembly process on system-wide coherence requested that the Chairperson of the High-level Committee on Management brief Member States in May 2008 on business practices.

Conclusions and action points

39. **The Committee expressed appreciation to the United Nations Evaluation Group for the work undertaken to date, and looked forward to the outcome of the evaluability process, which would provide the basis for further work. It noted the professional and independent nature of the Group and the need to strengthen its functioning over the longer term. It encouraged the CEB secretariat to continue to work with the Group in developing the approach for the independent evaluation of delivering as one and to ensure that the Group's mandate, membership and involvement in recent triennial comprehensive policy review rounds would be well understood and supported by both United Nations system organizations and Member States.**

V. Triennial comprehensive policy review of operational activities for development of the United Nations system

40. The Chairman recalled the consultative process that engaged the High-level Committee on Programmes in the preparation of the 2007 triennial comprehensive policy review of operational activities for development, and looked forward to closing the loop through a briefing on the outcome of the General Assembly's consideration of the issue, including the next steps for the CEB structures. The Director of the CEB secretariat added that he, along with the Director of the Development Operations Coordination Office (formerly the United Nations Development Group Office) had briefed delegates during the negotiation process last fall, and that this had been useful in the structuring of recommendations to the CEB structures, now contained in resolution 62/208.

41. The representative of the Department of Economic and Social Affairs introduced a note on the management report on the implementation of resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system. The purpose of the note was to inform the High-level Committee on Programmes on the preparation of a report on an appropriate management process for the implementation of the triennial comprehensive policy review resolution, which required intensive cooperation within the United Nations system, notably through CEB. The guidance of the Committee was sought in particular on the format of the management plan contained in the note, and on the preparation process.

42. The representative of the Department also briefed the Committee on the context in which the negotiations on the triennial comprehensive policy review were undertaken, noting that issues related to system-wide coherence had not yet been concluded by the Assembly. The negotiations touched on such sensitive issues as country ownership and leadership versus other donor concerns; the role of national Government versus civil society; human rights and rights-based approaches to development; the link between resources and performance; and the implications for United Nations system organizations of a strengthened resident coordinator system.

43. The eventual outcome, following two months of negotiations, was a rich resolution, balanced in its coverage. Key messages included the following: (a) the importance of both global frameworks (the internationally agreed development goals, including the Millennium Development Goals) and national goals and priorities as frameworks for country programming; (b) a strong focus on national ownership and leadership of United Nations system operational work; (c) flexibility in approaches, with no attempt to impose one simplistic template on all countries and situations; (d) with respect to funding, a recognition of the importance of increased predictability and stability, as well as efficiency, accountability, results and transparency; and (e) an acknowledgement of human rights in the preamble.

44. The representative of the Department noted that the triennial comprehensive policy review was unique in having such a strong follow-up process, which gave resolution 62/208 real normative weight. In that resolution, the General Assembly requested that the Secretary-General submit to the Economic and Social Council at its substantive session in July 2008 a report on an appropriate management process for the full implementation of the resolution. The note before the Committee indicated that the main part of the envisaged report would be a matrix reflecting the actions to be taken in response to the resolution's recommendations and related benchmarks. It was noteworthy that the Council would be reviewing other reports in 2008 — a report from governing bodies of the system on progress in the area of simplification and harmonization, and a report on the functioning of the resident coordinator system, including costs and benefits — that highlighted an increasing role of the Council in reviewing coordination and coherence.

45. The representative of the Department asked for the Committee's feedback on the format of the report and on any key recommendations, and guidance on the process of consultations envisaged, following which a revised report would be circulated for further feedback. Finally, the Department might hold a workshop or meeting to finalize the report, should it be required.

Conclusions and action points

46. **The Committee thanked the representative of the Department of Economic and Social Affairs for the comprehensive briefing. Some concern was expressed about the process, and it was stressed that there needed to be one unified means by which organizations would send forward one set of comments on the report. The Director of the CEB secretariat assured the Committee that, with the support of the Department, consultations with the different CEB mechanisms would be streamlined. As for the content of the matrix, it was stressed that this was a "zero draft" with suggested actions just to initiate the discussion. There was agreement on the importance of more accountability and realism in commitments, as well as ownership by the United Nations system. It was noted that actions to implement the triennial comprehensive policy review should be strictly in line with the intergovernmental mandates contained in the resolution.**

VI. Climate change

47. The Chairman recalled that, at the CEB session in April 2007, the Secretary-General had asked the High-level Committee on Programmes to prepare the United Nations system's contribution to the United Nations Climate Change Conference, held in Bali, Indonesia, in December 2007. A first draft had been produced in the summer of 2007 and further discussions had followed at the Committee's fourteenth session in September 2007. Thereafter, further drafts of the paper on United Nations system coordination on climate change had been prepared through a process led by the Vice-Chairman of the Committee. The final paper had been approved by CEB and presented at the Conference by the Secretary-General. It had been very well received by the parties to the United Nations Framework Convention on Climate Change, creating momentum and expectations for the future. The Conference had been followed by the thematic debate on climate change held by the General Assembly from 11 to 13 February 2008, with a report of the Secretary-General that built on the Committee's work for the Bali conference. An informal High-level Committee on Programmes meeting on the way forward had been convened by the Vice-Chairman on the margins of the General Assembly debate on 12 February 2008. The Committee should now come up with one approach to coordination, for endorsement by CEB, which would serve as a contribution to the next climate change conference/Conference of the Parties to the United Nations Framework Convention on Climate Change in Poznan, Poland, in December 2008.

48. The Vice-Chairman urged the Committee to keep the momentum going and focus on reaching conclusions. It was important to attend to the needs of Member States, with the United Nations system delivering results promptly, in support of the central role of the United Nations Framework Convention on Climate Change secretariat and at the service of the Secretary-General as CEB Chairman. No major master plan was needed, but rather a "lean and mean" framework tied to the mandate of each participating institution and through which all could work towards the overall objectives.

49. The Director of the CEB secretariat briefed the Committee on the proceedings of the thematic debate of the Assembly. He noted that the report of the Secretary-General issued before the debate contained the CEB paper presented at the United

Nations Climate Change Conference in Bali and work that had been done by the Committee on an inventory of United Nations system activities on climate change. Member States had been encouraged to see the level of work done by the system, and many among them had expressed strong support. Some concerns had also been expressed, notably by the Group of 77 and China, who had emphasized the prerogative of Member States to establish mandates through the ongoing negotiations, stressing the predominance of the United Nations Framework Convention on Climate Change process. Those Member States had also underlined that climate change was a challenge firmly based in sustainable development, and that all funding in response to climate change should be additional to development funding. Climate change remained a priority for the Assembly and its President, who had said in his closing statement that the Secretary-General would be requested to provide a more detailed briefing on United Nations system activities at a later stage.

50. The representative of the secretariat of the United Nations Framework Convention on Climate Change remarked that the United Nations system was now faced with great expectations by Member States to turn the initial CEB work, which had been well received, into something concrete that supported the intergovernmental process and individual countries in their response to climate change. The outcome of the United Nations Climate Change Conference in Bali had been of a dual nature: it emphasized negotiations on future actions, but focused equally on ongoing work to deal with climate change problems now and even before the future negotiations began. Those two aspects were closely interlinked and had to move forward together. The first meeting following the Bali conference would be taking place in Bangkok from 31 March to 4 April 2008 (Bangkok Climate Change Talks), and the workplan would be discussed for 2008 and the following year. To ensure a successful outcome of the negotiations there had to be a link to work on the ground by specialized agencies and even the private sector and civil society. The secretariat of the United Nations Framework Convention on Climate Change was ready to cooperate on a thematic approach that would ensure implementation of the eventual outcome of the intergovernmental process. The Bali Action Plan had opened the way for such cooperation, as it outlined the catalytic role of the United Nations Framework Convention on Climate Change in support of adaptation and mitigation. In particular, areas like adaptation, technology transfer, deforestation and capacity-building needed support and action by others in the United Nations system. The system should be responsive to Member States and move in tandem with the negotiating process.

51. The representative of the United Nations Framework Convention on Climate Change mentioned the Nairobi work programme on impacts, vulnerability and adaptation to climate change as a prominent example of successful cooperation among numerous partners, including many if not all entities of the United Nations system. One could build on this, in the light of the outcomes of the negotiating process. In terms of United Nations system coordination, the United Nations Framework Convention on Climate Change could play only a convening role on the basis of mandates from the intergovernmental process. The Secretary-General's leadership had been key for the success of the Bali conference and was needed also for the future. The outcome of the Bangkok Climate Change Talks should be brought to the Chief Executives Board, to ensure strategic discussion there on the way forward. That could provide a good basis for a common United Nations system

approach to the high-level segment of the climate change conference in Poznan at the end of 2008, perhaps through a joint round table with the Secretary-General and heads of agencies.

52. The United Nations Environment Programme (UNEP) and UNDP jointly put forward a proposal for an overall coordination mechanism on climate change that would build upon the existing structures of the United Nations Development Group and the Environment Management Group. The proposal was complementary to the CEB cluster idea presented in paragraph 12 (c) of the issues paper. The focus would be on concrete outputs by the system in the next few months, in response to what was expected to be the outcome of the Bangkok meeting.

53. In the discussion that followed, several agency representatives emphasized the importance of proceeding with a sectoral approach, as had been indicated in the CEB paper presented at the Bali conference and in the Secretary-General's report to the General Assembly. The point was also made that adaptation was sector-based, that the Nairobi workplan mentioned sectors, that carbon emissions were calculated by sector and that even Governments at the national level were organized in sectoral ministries that were the counterparts to United Nations agencies. The United Nations system already had several sectoral coordination mechanisms that could be used, such as UN-Energy, UN-Water and UN-Oceans. Several agencies were already working on adaptation plans to be put before their governing bodies in the summer. The High-level Committee on Programmes was a very good platform to bring together all those plans. Adaptation had to be mainstreamed at the country level and the assistance of the United Nations Development Group was needed for that purpose. Specific proposals were made regarding possible convening agencies for each of the sectors. Members were of the view that the Environment Management Group thus far was not positioned in the CEB structure and should continue its separate work as a technical body on the environment and human settlements.

54. Other agency representatives, however, maintained that the sectoral approach did not correspond to what the United Nations system needed to do, namely, to be responsive to the demands of Member States and to their holistic approach to climate change as part of sustainable development. The Member States had one structure for their negotiations, the United Nations Framework Convention on Climate Change. Having some 16 sectoral coordination processes would not be coherent and would also undermine the numerous cross-sectoral issues. Governments in developing countries increasingly tried to think, plan and act holistically in terms of adaptation, bringing together the various sectors. The proposal was made to establish four networks, committees and/or virtual networks related to adaptation, mitigation, technology and financing respectively, to map what the United Nations system was doing and what it could offer to Governments in support of the United Nations Framework Convention on Climate Change process. Four groups or networks would also make it possible for agencies to engage; otherwise not all would have the time and the capacity to keep up with the much more numerous sectoral groups.

55. A third approach taken by some participants started by acknowledging the importance of the various sectors within which United Nations system activities were carried out, but that it would be overwhelming for both Member States and CEB members to base any coordination mechanism on such complexity. The four organizing areas of adaptation, mitigation, technology and financing, which served

as the basis for the outcome of the United Nations Climate Change Conference in Bali, were also acknowledged; implementation, however, was expected to be more complex than that. There was a need for a CEB initiative for the two-year period leading up to the fifteenth session of the Conference of Parties, scheduled to meet in Copenhagen in 2009, that would have political significance and would resonate with Member States. That might well revolve around big issues interconnected with climate change: technology and energy; managing vulnerability and disaster risk reduction; agriculture and food security; deforestation and avoided deforestation. Mainstreaming climate change at the national level was important, but caution was needed regarding the inclusion of climate change in the United Nations Development Assistance Framework and its repercussions on national ownership and additional funds for climate, which were at the heart of G-77 concerns. Public awareness and education activities should continue. Finally, the response to the issue of financing was also crucial and should be pursued under the lead of Committee members working on that issue, in particular the World Bank and UNDP.

56. A combination of the last two approaches garnered broad support. It was described as a demand-driven approach, taking the lead on priority issues from Member States, through their negotiating track but also on the basis of needs expressed at the country level. The Bangkok Climate Change Talks were expected to produce Member State demands under adaptation, technology, and financing and mitigation taken together. They could be supplemented by capacity-building and the reduction of emissions from deforestation and forest degradation. Pending confirmation by the United Nations Framework Convention on Climate Change of the actual outcome of the Bangkok meeting, the United Nations system could organize by setting up task groups for each of those issue areas, with convening and/or lead agencies and both working-level and high-level arrangements. The action items could be sequenced, with some chosen to be the focus for action in 2008 and others in 2009. Public awareness-raising would remain a key area of United Nations system activity, while greening the United Nations would remain the system's homework.

57. Capacity-building had been a constant demand from Member States to which the CEB initiative had to respond. Capacity-building cut across adaptation, mitigation, technology and financing, and it entailed the capacity to formulate national policies and for national development planning. As far as sectoral work was concerned, it would continue and would be drawn upon to respond to Member State demands in the identified key issue areas. The Convention secretariat could identify demand and brief the Committee, but it was up to the various agencies to determine what they could contribute. Leadership could follow from the capacity that each agency would bring to the table. The next step in the sequence, after identifying the initial list of issues, would be to have the list updated after the Bangkok Climate Change Talks for the CEB meeting in late April. The United Nations Framework Convention on Climate Change could also report to CEB on the outcome of the Bangkok meeting to assist in better defining the work ahead.

58. Overall there was agreement that coordination arrangements should remain minimal and be largely based on what was already in place. At the global level the Secretary-General had assumed a prominent leadership role and had to be supported. In terms of mechanisms at the working-level, the High-level Committee on Programmes and its working group on climate change, working closely with the United Nations Framework Convention on Climate Change, were already

established. If the CEB secretariat was overextended, the solution could be to second a small number of staff from agencies to the Secretariat to assist in supporting the Committee on this issue for a period of time. The United Nations Development Group machinery was necessary for making the connection between the global and the country levels. This was particularly relevant now that the Group had been brought into the CEB structures. On financing and technology transfer, the Bretton Woods institutions should be fully engaged. The World Bank representative indicated that the Bank had been entrusted with a major mandate in that area and would be ready to participate in that and other areas of joint work.

59. Other comments made during the discussion included the following:

(a) Strong support was expressed for an online, constantly updated inventory of United Nations system activities on climate change that would be developed by the CEB secretariat. It was seen as a very useful tool for monitoring results, avoiding overlaps and showcasing to the outside world what the United Nations system was doing;

(b) Trade should also figure among the sectors, as there was a clear link between trade (including trade flows, the international trade system, trade rules and technology transfer) and climate change;

(c) Science, monitoring and early warning should be acknowledged and continue as key cross-cutting United Nations system activities;

(d) The negative implications of climate change for human security and equity increased the possibility of conflict, something that should be given attention;

(e) In addition to arrangements at the global and country levels, regional coordination mechanisms should also be activated, on the basis of what already existed but also by expanding such arrangements to regions and sectors not currently covered.

Conclusions and action points

60. **The Committee concluded its consideration of the item by adopting a proposed decision for CEB consideration (see annex III):**

VII. Peacebuilding

61. The Assistant Secretary-General for Peacebuilding Support introduced a paper on the implications of integrated peacebuilding strategies for the United Nations system, with the purpose of initiating a discussion in the Committee on how to develop better modalities for United Nations system engagement in the work of the Peacebuilding Commission.

62. She provided the Committee with a comprehensive overview of the United Nations peacebuilding architecture and genesis of the establishment of the Commission. In that connection, she noted that peacebuilding involved a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management and to lay the foundations for sustainable peace and development. Strategies for peacebuilding must be coherent and tailored to the needs of the country concerned, based on

national ownership, and they should comprise a carefully prioritized and sequenced set of activities.

63. She went on to say that the Peacebuilding Commission was an advisory subsidiary organ of the General Assembly and the Security Council, whose purpose was to bring together all relevant actors to marshal resources and to advise on and propose integrated strategies for post-conflict peacebuilding and recovery. The Commission was also mandated to provide recommendations and information to improve the coordination of actors within and outside the United Nations.

64. The Commission would use the integrated peacebuilding strategy as a framework to mobilize additional resources and ensure sustained international attention for the country's peacebuilding process through ensuring a coherent and coordinated approach among all internal and external partners. It would define national and international commitments to those key priorities aimed at keeping the country on the road to sustainable peace and development. The elaboration and ownership of an integrated peacebuilding strategy would be vested with the national Government and supported by the Commission, the United Nations and other relevant stakeholders, including civil society, the private sector and other national and international actors.

65. The Secretary-General's Policy Committee, in May 2007, mandated the Peacebuilding Support Office to initiate a discussion among United Nations partners to determine the process of applying the integrated peacebuilding strategy in countries under consideration by the Commission and to explore the potential of using it as a tool more generally for countries not on the Commission's agenda.

66. The Assistant Secretary-General noted that the above-mentioned process was not intended to add another layer but rather to marshal and consolidate resources and to ensure that existing operational activities were focused on the key peacebuilding priorities. One option would be to consider countries on the agenda of the Peacebuilding Commission as pilots for delivering as one, as the synergy between the two processes was marked. Apart from that, with 73 per cent of the 1 billion people in 50 countries affected by conflict, there was a need for a deeper look at the links between the security and development agendas. She also considered that for a country being added to the agenda of the Peacebuilding Commission, the United Nations should establish an integrated United Nations office in the field, bringing together the political and development actors. In that connection, she underscored that the value added through the leverage of the Commission, and through bringing all the actors to the table, has led to a new and unprecedented level of coordination. She noted the commitment of the World Bank and the International Monetary Fund (IMF) to share information on their work at the field level in countries falling under the Commission's mandate and thanked UNDP, UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Fund for Women (UNIFEM) and UNEP for seconding personnel to the Peacebuilding Support Office.

67. It was recalled that the High-level Committee on Programmes had identified peacebuilding as a priority for its work programme at its second retreat at the Greentree Foundation in July 2005. A number of members identified a role for the Committee in bringing issues related to the nexus of security, humanitarian, developmental, environmental and peacebuilding work to the fore, and stressed the

importance of bringing together organizations' capacities to address the consequences as well as the root causes of conflict.

68. Committee members raised a number of issues and challenges. They included the link between environmental degradation, conflict and extreme poverty; the management of natural resources; the political dimension of HIV/AIDS and other health issues in peacebuilding efforts; the value of the regional coordination mechanisms in linking peace and security with development issues, as well as of subregional initiatives; the need to assist national institutions quickly so that they do not collapse; the challenge of gaining access to funding in a timely manner so that the United Nations system can be responsive as soon as situations arise; the need to maximize the potential of the private sector in a post-conflict situation; how to destigmatize countries seen as conflict-oriented; and how organizations can be more responsive.

69. In response, the Assistant Secretary-General noted that her mandate was to bring the United Nations system along with the broader work of the Peacebuilding Commission. The issue of resources remained a challenge; while peacekeeping was an assessed budget expenditure, that has not been the case for peacebuilding. With regard to the various issues raised, she noted that the Office was trying to set up the framework to address them, while the players on the ground needed to come together with their expertise to make it work and own the process. The role of the field was key, and in Burundi and Sierra Leone the United Nations missions had done a tremendous job. The issue of conflict prevention was once more entering the agenda of the General Assembly.

Conclusions and action points

70. **The Committee thanked the Assistant Secretary-General for her presentation, and congratulated her for the work that had been accomplished to date. Several members expressed their wish to further support ongoing efforts. In this connection, they reaffirmed their commitment to the new and inclusive element of coordination introduced through the peacebuilding process.**

71. **The Committee also agreed to the value of a discussion among executive heads at an appropriate time and decided to keep the issue under review.**

VIII. African development

72. The Deputy Secretary-General briefed the Committee via videoconference on progress in the work of the Millennium Development Goal Africa Working Group and the Millennium Development Goal Africa Steering Group. The Working Group had established seven thematic groups to carry the work forward: agriculture and food security; education; health; infrastructure and trade facilitation; national statistical systems; aid predictability; and improved country-level collaboration.

73. At their meeting on 28 February 2008, Working Group members had agreed on a set of concrete and actionable proposals in each area, tied to proven interventions and technologies that could make an important difference for development in Africa.

74. On 10 March 2008, the Steering Group had reviewed the Working Group's first set of draft recommendations and reached understandings on concerted efforts

to support the Millennium Development Goals in Africa. They included the following:

(a) Working to launch an African green revolution to accelerate economic growth and combat hunger;

(b) Implementing comprehensive school feeding programmes using locally produced food and ensuring coverage of micronutrients;

(c) Supporting achievement of the Education for All goals by 2015, which include gender parity at all levels, and implementing the framework of the Plan of Action of the Second Decade of Education for Africa, 2006-2015;

(d) Controlling infectious diseases by: providing comprehensive access to HIV/AIDS treatment by 2010; halving the burden of malaria from 2000 levels by 2010 and bringing malaria mortality close to zero by 2012; implementing the Global Plan to Stop Tuberculosis for 2006-2015; and taking action to control neglected tropical diseases by 2015;

(e) Ensuring access to emergency obstetric care for all women by 2015;

(f) Providing family planning services for all by 2015;

(g) Meeting the Millennium Development Goal targets for water supply and sanitation;

(h) Making critical infrastructure investments in power, transportation, water and sanitation to raise productivity, ensure low-cost service delivery and integrate Africa into the global economy;

(i) Implementing the Marrakech Action Plan for Statistics;

(j) Publishing clear country-level projections on likely official development assistance disbursements so that countries know how commitments to scaling up will be realized;

(k) Fully realizing the promise of the Paris Declaration on Aid Effectiveness: Ownership, Harmonization, Alignment, Results and Mutual Accountability;

(l) Making rapid progress on the Doha Development Round of trade negotiations.

75. The Deputy Secretary-General noted that the Steering Group had also identified a number of urgent challenges that would complicate the implementation of the preceding recommendations, most notably the following: a dramatic increase in food prices that underscored the need to raise agricultural productivity and find additional resources to fight malnutrition and hunger; a slowing world economy that may strain donor efforts to mobilize development finance; and the need for more rapid progress in the Doha Round to improve market access for developing countries.

76. The Steering Group's recommendations — and their endorsement by the leadership of the international development community — opened up substantial space for ambitious action by United Nations agencies, funds and programmes. Combined with increased assistance and stronger African leadership, the United Nations system could help to ensure that the Millennium Development Goals are transformed from hope to reality in Africa.

77. Members of the High-level Committee on Programmes raised a number of concerns, including the lack of specificity with regard to country-level work in the outcome of the Steering Group; the pressing issue of rising food prices and its significance for food security and the ability of African countries to feed their populations; and how matters related to stability and reintegration in post-conflict situations would affect the implementation of the Millennium Development Goals. It was also noted that, while funding for the control of infectious diseases had risen dramatically between 2000 and 2005, maintaining stability in the funding over a longer horizon was important, as was the issue of the interaction of external and domestic resources devoted to health. Africa lacked human resources in the health-care system, particularly in rural areas, and community health-care systems were extremely weak.

78. The Deputy Secretary-General responded that indeed there was concern about food security and that the issue of a fund for agriculture was the subject of a lively exchange. While there was recognition for the need to increase funding for agriculture, there was no agreement on modalities, including the funding mechanism. She further indicated that improving health-care systems was an important priority in the work of the Millennium Development Goal Africa Working Group and its thematic sub-group on health. She added that the report of the Steering Group would shortly be made available.

Conclusions and action points

79. **The Committee thanked the Deputy Secretary-General for her briefing and agreed to keep the issue under regular review.**

IX. Other matters

A. Employment

80. The representative of ILO introduced a progress report on the application of the *Toolkit for Mainstreaming Employment and Decent Work* by CEB member organizations. The Universal Postal Union (UPU) was the first organization to have completed the self-assessment; other organizations were at different stages in the process. The representative asked organizations to designate a focal point to facilitate timely completion of the self-assessment in compliance with the mandates of the Chief Executives Board and the Economic and Social Council. An important development was the release of the knowledge-sharing interactive web platform for collecting the relevant tools, knowledge and best practices of the entire system. ILO would be working with CEB organizations to assist in that task. A CD-ROM and an explanatory video, available on the ILO website, and the presentation of the toolkit at various international events and meetings had generated widespread interest, including among Governments, non-governmental organizations, parliamentarians and local authorities. The toolkit was being simultaneously adapted for application by United Nations country teams at the country level and tested in three United Nations pilot countries (Mozambique, the United Republic of Tanzania and Viet Nam) and in Egypt. The representative of UPU noted that the toolkit helped his organization shape its policy, internally and vis-à-vis Member States.

Conclusions and action points

81. **The Committee expressed appreciation to ILO for its efforts and noted that the toolkit was a practical outcome of system-wide collaboration in the policy area.**

B. United Nations system action plan for the further implementation of the Programme of Action for the least developed countries during the period 2007-2010

82. The representative of the Department of Economic and Social Affairs, on behalf of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, introduced a note requesting the High-level Committee on Programmes, on behalf of CEB: (a) to endorse the United Nations system action plan for the further implementation of the Programme of Action for the least developed countries during the period 2007-2010, as submitted by the Chair of the inter-agency consultative group; (b) to recommend that the United Nations system implement the United Nations system action plan for the further implementation of the Programme of Action for the least developed countries during the period 2007-2010 within existing mandates, programmes and resources; and (c) to request that United Nations system organizations include the information on the implementation of the United Nations system action plan for the further implementation of the Programme of Action for the least developed countries during the period 2007-2010 in their annual reports.

Conclusions and action points

83. **The High-level Committee on Programmes agreed to endorse the recommendations of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States as stated above and as contained in paragraph 4 of the note.**

C. Economic development

84. The representative of UNIDO introduced the *Trade Capacity-Building Inter-Agency Resource Guide*, which is available online from http://www.unido.org/en/doc/86537. He noted that the publication was the result of work that had been carried out by the High-level Committee on Programmes under its task force on economic development; 21 organizations had contributed to the guide. Organizations were encouraged to send in updates to UNIDO as appropriate. He noted that the guide was intended for the use of government officials in identifying the relevant services that could be provided by the United Nations system and for consultation by resident coordinators during the United Nations Development Assistance Framework process.

Conclusions and action points

85. **The Committee thanked UNIDO for its leadership on trade capacity-building and noted the usefulness of the guide for joint programming. It was**

suggested that the guide could serve as a model for other areas, including climate change.

D. System-wide integrity initiative

86. The representative of the United Nations Office on Drugs and Crime briefed the Committee on the outcome of the inter-agency round table held in Bali on 31 January 2008, on the margins of the second session of the Conference of the States Parties to the United Nations Convention against Corruption, to discuss the system-wide integrity initiative. He recalled that the initiative aimed to align the internal regulations and rules of CEB members with the standards and principles of the Convention, and referred to the report of the round table, which had been circulated electronically to the Committee on 21 February 2008.

Conclusions and action points

87. **The Committee thanked the representative of the United Nations Office on Drugs and Crime, who also noted that the International Atomic Energy Agency (IAEA), UNIDO and the Office were organizing an informal meeting of United Nations offices engaged in strategic planning functions, to be held on 29 and 30 May at the United Nations Office at Vienna to exchange experiences and promote networking among the concerned entities.**

ANNEX I

Agenda

1. Adoption of the agenda
2. Review of recent developments on system-wide coherence and the implications for the Chief Executives Board
3. Review of the High-level Committee on Programmes' role, functioning and working methods
4. Evaluation of the United Nations pilots
5. Triennial Comprehensive Policy Review
6. Climate change
7. Peacebuilding
8. African development
9. Other matters

Annex II

List of participants

Chairman: Lennart Båge (IFAD)

Vice-Chairman: Mats Karlsson (World Bank)

Secretary: Phyllis Lee (CEB secretariat)

United Nations	
Executive Office of the Secretary-General	Robert Orr
Peacebuilding Support Office	Carolyn McAskie Jeremy King
Office for the Coordination of Humanitarian Affairs/International Strategy for Disaster Reduction	Glen Mittermann Silvia Llosa
Department of Economic and Social Affairs	Thomas Stelzer Marion Barthélemy Kathleen Abdalla
Regional commissions	Amr Nour
International Labour Organization	Maria Ducci Christophe Perrin
Food and Agriculture Organization of the United Nations	Annika Söder Mariam Ahmed Wendy Mann John Markie
United Nations Educational, Scientific and Cultural Organization	Hans d'Orville Jean-Yves Le Saux
International Civil Aviation Organization	Lise Boisvert
World Health Organization	Peter J. Mertens
World Bank	Ferid Belhaj
International Monetary Fund	Barry Potter
Universal Postal Union	Olivier Boussard
International Telecommunication Union	Doreen Bogdan-Martin
World Meteorological Organization	Elena Manaenkova
International Maritime Organization	
World Intellectual Property Organization	Orobola Fasehun
International Fund for Agricultural Development	Uday Abhyankar
United Nations Industrial Development Organization	Agerico Lacanlale Richard Kennedy Qazi Shaukat Fareed

International Atomic Energy Agency	Syed Akbaruddin
World Trade Organization	Said El Hachimi
World Tourism Organization	Eugenio Yunis
United Nations Conference on Trade and Development	Lucas Assunçaõ Manuela Tortora
United Nations Development Programme	Romesh Muttukumaru Alison Drayton Charles McNeill
United Nations Evaluation Group	Saraswathi Menon Lucien R. Back
United Nations Development Group	Sandra Pellegrom
United Nations Environment Programme	Juanita Castaño Janos Pasztor
Office of the United Nations High Commissioner for Refugees	Gesche Karrenbrock Christine Linner
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Robert Styrk
United Nations Children's Fund	Cecilia Lotse
United Nations Population Fund	Kwabena Osei-Danquah
World Food Programme	Allan Jury
United Nations Office on Drugs and Crime	Ugi Zvekic
United Nations Human Settlements Programme (UN-Habitat)	Axumite Gebre-Egziabher
United Nations University	Janos Bogardi Katharina Marre
Comprehensive Nuclear-Test-Ban Treaty Organization	
United Nations Framework Convention on Climate Change	Henning Wuester
Joint United Nations Programme on HIV/AIDS	Emelia Timpo
United Nations System Chief Executives Board for Coordination secretariat	Adnan Amin (Director) Kamran Kousari Georgios Kostakos

Annex III

Draft decision proposed by the High-level Committee on Programmes for consideration by the Chief Executives Board

(a) We approach the United Nations system response to the challenge of climate change in the context of sustainable development. We need to be responsive to the evolution of the intergovernmental discussion, while at the same time offering proactive leadership in key emerging areas. This balance is essential for success;

(b) The United Nations Framework Convention on Climate Change secretariat is the principal channel of demands from the parties in the negotiating process. United Nations system coordination is necessary to facilitate responses to requests channelled by the United Nations Framework Convention on Climate Change. The United Nations system also needs to leverage its strengths in line with mandates to respond to the multifaceted challenges of climate change;

(c) The Secretary-General plays the lead role among executive heads, both in his own capacity, giving voice and providing direction, and in his role as chair of CEB;

(d) The Chief Executives Board is the coordination framework for the United Nations system. The High-level Committee on Programmes, and its working group on climate change, will continue, evolve and reinforce its practices of support to CEB decisions;

(e) Coordination will focus first on a number of major issues, which will evolve as some issues are concluded and others emerge. These will be identified primarily in response to the negotiation process, and in pursuance of the broader mandates and capacities in the United Nations system. In the light of United Nations Framework Convention on Climate Change/Conference of the Parties outcomes, expected areas of focus include:

(i) Adaptation;

(ii) Technology transfer;

(iii) Capacity-building;

(iv) Reduction of emissions from deforestation and forest degradation;

(v) Mitigation/finance;

These will be finalized in the light of the outcome of the Bangkok meeting, to be presented to CEB in a note by the United Nations Framework Convention on Climate Change;

(f) Facilitation of these areas will be arrived at on the basis of expressed commitments by participants. This will be finalized at the Chief Executives Board. Leaders and participants will need to provide the capacity to do the required work. Agencies may also want to volunteer or second a small group to support the overall Chief Executives Board/High-level Committee on Programmes coordination;

(g) Coordination on key issues will continue to be strengthened, with existing mechanisms assuming responsibility to integrate issues of climate change in their work. In this regard, science, assessment, monitoring and early warning are

key United Nations cross-cutting contributions. Several specific sectors such as energy, water and oceans have established coordination mechanisms. Special efforts will be needed to respond to immediate challenges such as vulnerability, agriculture and food security, and disaster risk reduction and response. In order to support information exchange, engagement and results tracking, the current inventory of United Nations system activities will be evolved into a living web-based tool. Conveners of sector coordination groups should be seen as an entry point for stakeholders wishing to engage;

(h) Regional and country-level work will need to be strengthened to provide countries with the services and capacity that are demanded. Current mechanisms to support country-level work, including the United Nations Development Group, will be used;

(i) Work to deliver on a green United Nations will continue, as decided by the Chief Executives Board;

(j) Public awareness-raising and advocacy are an essential responsibility for the whole system. The United Nations Communications Group and the United Nations Environment Programme, with others, will provide guidance to the United Nations system.